

Ministry of Water Resources and Irrigation
US Agency for International Development
Agricultural Policy Reform Program
Environmental Policy and Institutional Strengthening Indefinite Quantity Contract

APRP—Water Policy Activity
Contract PCE-1-00-96-00002-00
Task Order 807

***PUBLIC PARTICIPATION POLICY
IMPLEMENTATION STUDY***

Report No. 60

September 2002

Water Policy Program

International Resources Group

Winrock International

Nile Consultants

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Prepared by:

Dr. Hussein El Atfy, PPDM Steering Committee Executive Member
Eng. Sarawat Fahmy, WPAU
Eng. Salah Shazly, ACS
Eng. Essam Barakat, IAS
Dr. Hesham Kandil, MWRI
Dr. Hesham Moustafa, WCU
Eng. Moamen El Sharkawy, WPAU
Eng. Amira El Diasty, WPAU
Dr. Ibrahim El Assiouty, EPIQ
Dr. Robert Cardinalli, EPIQ

September 2002

For
United States Agency for International Development/Egypt

Environmental Policy and Institutional Strengthening Indefinite Quantity Contract (EPIQ)
Partners: International Resources Group, Winrock International,
and Harvard Institute for International Development
Subcontractors: PADCO; Management Systems International; and Development Alternatives, Inc.
Collaborating Institutions: Center for Naval Analysis Corporation; Conservation International; KNB Engineering and
Applied Sciences, Inc.; Keller-Bliesner Engineering; Resource Management International, Inc.;
Tellus Institute; Urban Institute; and World Resources Institute

ACKNOWLEDGEMENTS

This study report was undertaken as an activity by the MWRI/EPIQ Public Participation in Decision-Making Working Group. Assigned to coordinate this study were Eng. Sarwat Fahmy (WPAU), and Dr. Robert Cardinalli (EPIQ).

The EPIQ Water Policy Reform Program (WPRP) is a joint activity of the Ministry of Water Resources and Irrigation and the United States Agency for International Development. It is carried out under the auspices of the Agricultural Policy Reform Program. Program implementation is the responsibility of Winrock International, International Resources Group, Ltd., and Nile Consultants.

In particular, the EPIQ/WPRP Chief of Party, and working group members, would like to acknowledge the contributions and support of the many senior officials of MWRI who provided information and advice to the working group. Guidance provided by the following individuals was beneficial and is greatly appreciated: Eng. Gamil Mahmoud, chairman of the MWRI Steering Committee and the MWRI Water Policy Advisory Unit; Dr. Ross Hagan (USAID); and Dr. Wadie Fahim Mankarious (USAID).

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Executive Summary

This present document summarizes a study undertaken to assist MWRI with establishing the institutional parameters necessary for launching a successful Public Participation in Decision Making (PPDM) program, including formulation of an awareness campaign. This study is also undertaken to assist MWRI with its internal ministerial awareness efforts. These are designed to disseminate the MWRI vision regarding public participation, procedures and mechanisms to be used for implementation and the importance of this policy to the future activities of MWRI, develop an intra-Ministerial strategy for integrating public participation activities in all major MWRI functions, and develop a Public Participation resource needs assessment for MWRI, including future human resource and programming objectives.

Experience in other countries has led to the generally accepted conclusion that public participation in decision-making results in improved decisions and sustainable conditions with respect to natural resource development and management.

In establishing a policy on public participation, MWRI has as its primary objectives; to ensure: a) that MWRI programs at all levels are responsive to the needs and concerns of the public; b) that MWRI understands public concerns and promotes the public's involvement; c) that MWRI anticipates conflicts and encourages early discussions especially in areas of controversy; d) provides information about proposed Ministry activities to the public; and e) provides a forum for consultation with the public to participate in the definition of the problem. Implementation of the public participation policy is expected to result in the following long-term effects:

- Create mechanisms and opportunities for consultation and agreement between the stakeholders and officials of MWRI at all management levels that support stakeholder partnerships and citizen awareness activities;
- Increase public involvement in managing the water resource base by providing for stakeholder participation in the development and implementation of policies and resource management decisions;
- Provide an opportunity for MWRI and stakeholders to share quitably in the commitments, burdens, and benefits of sustainable development and management of Egypt's water resources. This is a key factor in developing a logical foundation for promoting the adoption of effective and acceptable cost-sharing principles, and;
- Improve the capacity of stakeholder organizations to participate in development and management of the water resource base by increasing stakeholder collaboration.

This study was conducted by a working group composed of EPIQ, WPAU and key members of the MWRI public participation steering committee. The working group reviewed the results of previous efforts, analyzed implementation issues and initiated an internal awareness program.

This report reviews the findings and recommendations of the Tranche V report (cf. APRP Water Policy Report No. 50), discusses the present level of capability within MWRI to implement the PPDM program, focusing on the three primary agencies of Irrigation Advisory Service (IAS), Water Communications Unit (WCU) and the Administration for Citizen's Services (ACS), presents recommendations regarding organizational issues, and details the program of an internal

awareness program consisting of informative workshops that are scheduled for the initial period of implementation.

Annex A contains the Ministerial Decree formally sanctioning the PPDM policy. Annex B is the Ministerial Decree 143/2002 regarding establishment of the PPDM Steering Committee and its mandate for action. Annex C includes the information to be presented at PP informative workshops while Annex D presents the minutes of the first PPDM Informative Workshop held in May 2002. Annex E presents a chronology of the study workplan implementation.

List of Abbreviations and Acronyms

ACS	Administration for Citizen's Services
APRP	Agricultural Policy Reform Program
EPADP	(MWRI) Egyptian Public Authority for Drainage Projects
EPIQ	Environmental Policy Indefinite Quantity Contract
GOE	Government of Egypt
HCDWI	Head of the Central Directorate for Water Resources & Irrigation
IAS	Irrigation Advisory Service
IDS	Irrigation and drainage system
IIP	Irrigation Improvement Project
IIS	(MWRI) Irrigation Improvement Sector
IMT	Irrigation management transfer
ISM	Irrigation Systems Management Project
M&E	Monitoring and evaluation
MED	(MWRI) Mechanical & Electrical Department
MWRI	Ministry of Water Resources and Irrigation
NWRC	(MWRI) National Water Research Center
O&M	Operations and maintenance
PAC	Public awareness campaign
PPDM	Public participation in decision-making
PRA	Participatory Repaid Appraisal
PP	Public Participation
USAID	United States Agency for International Development
WPAU	Water Policy Advisory Unit
WPRP	Water Resources Results Package
WUA	Water user association
WCU	Water Communications Unit

1. Introduction

1.1 Overview

The Ministry of Water Resources and Irrigation (MWRI) is the primary government agency charged with the management of water resources in Egypt. Escalating population growth, a desire for agricultural expansion, and increasing demands on surface water supply play significant roles in managing water supplies. Both MWRI and USAID are aware of the need to develop policy reform that will effectively address these and other issues that determine utilization efficiency, productivity, and protection of water resources.

During FY 96/97 the MWRI and USAID developed a “water resources results policy package” that focused on producing four major results:

- o Improved irrigation policy assessment and planning process,
- o Improved irrigation system management,
- o Improved private sector participation in policy change, and
- o Improved capacity to manage the policy process.

The MWRI and USAID designed the water resources results package with the following objectives:

- To increase MWRI’s ability to analyze and formulate strategies and policies related to integrated water supply augmentation, conservation and utilization, and protection of Nile water quality.
- To improve water allocation and distribution management policies for conservation of water while maintaining farm income.
- To recover the capital cost of *mesqa* improvements and establish a policy for the recovery of O&M costs of the main system.
- To increase users' involvement in system O&M.
- To introduce a decentralized planning and decision-making process at the irrigation district level.

In early 1997 the water resources results package was integrated into USAID’s Agricultural Policy Reform Program (APRP). APRP is a broad-based policy reform program involving five GOE ministries (MWRI, Ministry of Agriculture and Land Reclamation (MALR), Ministry of Trade and Supply, Ministry of Public Enterprise, and Ministry of International Cooperation).

APRP has the goal of developing and implementing policy reform recommendations in support of private enterprise in agriculture and agribusiness.

USAID initially supported the MWRI in five program activities under APRP. These five activities are: 1) water policy analyses, 2) water policy advisory unit, 3) water education and communication, 4) main systems management, and 5) Nile River monitoring, forecasting and simulation. Later in the program, that support was limited to items 1 and 2 only as the other efforts were completed. USAID supports the Ministry's efforts through technical assistance and cash transfers (annual *tranches*) based on achievement of policy reform benchmarks.

Technical assistance for the water policy analyses is provided through a task order (Contract PCE-I-00-96-00002-00, Task Order 807) under the umbrella of the Environmental Policy and Institutional Strengthening Indefinite Quantity Contract (EPIQ) between USAID and a consortium headed by the International Resources Group, Ltd. (IRG) and Winrock International. Local technical assistance and administrative support is provided through a subcontract with Nile Consultants.

2. Background

Public participation in decision-making has only recently been universally recognized as an essential element in public policy. Comprehensive public participation programs, integrated into the decision-making agency's organizational structure, are essential components of sound, sustainable water management programs.

The public participation initiative in MWRI was conceived by H.E. the Minister as a result of an understanding of extensive participation in water resources management issues on a world-wide basis. From January to December 2001¹, the MWRI implemented a policy reform benchmark process to institutionalize Public Participation in Decision-Making (PPDM) within MWRI. (See EPIQ Report No. 50.)

This present document presents the results of a study undertaken to assist MWRI with establishing the institutional parameters necessary for launching a successful public participation program, including formulation of an awareness campaign. This study is also undertaken to assist MWRI with its internal awareness efforts. Internal awareness is critical to effective implementation of PPDM and should be designed to: 1) disseminate the MWRI vision regarding public participation, procedures and mechanisms to be used for implementation and the importance of this policy to the future activities of MWRI, 2) develop an intra-Ministerial strategy for integrating public participation activities in all major MWRI functions, and 3) develop a public participation resource needs assessment for MWRI, including future human resource and programming objectives.

2.1 Policy Objective

In establishing a policy on public participation, MWRI has the following objectives:

- To ensure that MWRI programs at all levels are responsive to the needs and concerns of the public;
- To make sure that MWRI understands public goals and concerns, and is responsive to them;
- To promote the public's involvement in implementing laws;
- To anticipate conflicts and encourage early discussions of differences among affected parties;

¹ (The USAID/GOE APRP Tranche V implementation period extended from January 1 to December 31, 2001).

- To foster a spirit of mutual trust, confidence, and openness between public agencies and the public;
- To provide information about proposed Ministry activities to the public, when needed, and make the public's desires, needs, and concerns known to decision-makers;
- To provide a forum for consultation with the public to participate in the definition of the problem, objectives, and solicit assistance in identifying alternatives to be studied, and in selecting solutions among alternatives; and have their views documented before decisions are reached, and;
- To give due consideration to the public's views in reaching decisions.

2.2 Previous Accomplishments

In order to arrive at the present situation of having a PPDM policy in place, the policy benchmark process was carried out. That process lasted ten months and accomplished the following:

- o Conducted an assessment of existing capabilities within MWRI.
- o Evaluated existing capabilities and identified additional capabilities needed.
- o Identified organizational restructuring requirements.
- o Conducted training for public participation implementation.
- o Successfully conducted a pilot program.
- o Prepared comprehensive PP Mechanisms and Procedures Manual (English and Arabic versions).
- o Prepared draft policy statement for submission to H.E. the Minister of MWRI.

The benchmark process resulted in adoption of a policy, the most significant aspect of which is as follows:

“Inclusion of public participation in decision-making, whenever it is needed, in the general policy of managing the ministry’s’ activities related to planning, development and management of Egypt’s’ water resources. However, the ministry is the final decision-maker according to the law and considering the available human and financial resources.”

The other major result was the development of two well trained core groups, one in the headquarters office and one in the pilot directorate (Gharbiya). The headquarters staff was trained in the methodology for planning, designing and implementing public participation initiatives. Training for the field staff was related to implementation.

2.3 Study Purpose and Work Plan

The purpose of the present study is to assist MWRI with the initiation of policy implementation. Despite the fact that the policy benchmark process included recommended implementation plans and mechanisms, practical considerations of limited resources and the need to transition into full implementation drove the decision to conduct this study.

The scope of this study includes the following steps:

- Prepare workplan and mobilize technical team for launching public participation activity.
- Certify that MWRI Public Participation Committee has been formally designated
- Review conclusions and recommendations of Public Participation benchmark report.
- Define general procedures and prepare working documentation for: 1) identifying PPDM issues, 2) identifying method for appointing PPDM teams as issues arise, and 3) identifying method for monitoring PPDM activities.
- Plan a series of four, one-day regional informative workshops to present and discuss the PPDM policy to enhance awareness of MWRI staff at the local level.
- Develop strategy for incorporating MWRI Communication Unit, IAS and Complaints Dept. in PPDM activities.
- Consult with MWRI departmental and sectoral heads regarding institutional needs and expectations of PPDM.
- Conduct near-term resource needs assessment, including a plan for staffing PPDM activities.
- Conduct at least one informative workshop
- Prepare final report encompassing the results of all of the above tasks.

2.4 Study Process

Coordination of this study was assigned to Eng. Sarwat Fahmy (WPAU) and Dr. Robert Cardinalli (EPIQ). A PPDM Working Group was formed to execute the study. The working group was composed of Eng. Sarwat, Dr. Cardinalli, key members of the PPDM Steering Committee and WPAU staff.

2.5 MWRI's Public Participation Vision

The working group considered the public participation policy and its objectives in order to define a vision statement to guide its activities. The agreed upon vision statement is as follows:

MWRI is committed to achieving a decentralized, environmentally sensitive, private-sector oriented mode of operation in future with the objective of enhancing the Nations economic development potential while protecting Egypt's water resources. Successfully meeting that goal requires that a broad range of issues be considered and resolved. It is

imperative, therefore that operational and policy decision-making related to water resources management be transparent and include input from stakeholders and the public at large.

3. Implementation Considerations

3.1 Institutional

3.1.1 Present MWRI Capabilities

The study team reviewed existing capabilities within the MWRI prior to assessing institutional / organizational requirements. This review consisted of evaluating the information presented in the policy benchmark report and conducting interviews/discussions with relevant MWRI senior staff. It was determined that under normal circumstances, proactive stakeholder participation in decision-making rarely occurs in departments or lower operating levels within the Ministry with the exception of the Irrigation Advisory Service (IAS). However, in addition to stakeholder participation conducted by the IAS, some level of public participation does occur in the Water Communication Unit (WCU), and in Central Administration for Citizens Services (ACS) activities. It was concluded that these three units should play a key role in the Ministry's public participation program. Their present responsibility, and information relevant to their public participation capability is briefly described below.

IAS Capabilities

The IAS was established as the result of the Irrigation Improvement Project (IIP) and was initiated with USAID support. However, the IAS mandate was limited to establishing and maintaining Water Users' Associations (WUAs) at the mesqa level. It was never intended to have the authority or the resources necessary to carry out a comprehensive ministry-wide public participation program.

The Irrigation Advisory Service is the only MWRI unit that has proactive, two-way stakeholder involvement in its program. This capability was developed through experience gained during the establishment of water user associations utilizing a trained cadre of field teams experienced in communications and Participatory Rapid Appraisal (PRA) techniques. Integrating its present capabilities into a comprehensive public participation program is recommended as an effective way of expeditiously acquiring the needed public participation capability. However, the institutional mandate of the IAS must be broadened in future to support future public participation efforts.

WCU Capabilities

The Water Communication Unit (WCU) was established by a previous USAID-supported program for the purpose of conducting public awareness activities. The primary mission of the WCU has been to develop materials for public consumption and education with regard to Egypt's water resources, and to coordinate communications training of MWRI field staff and

engineers. It has extensive human and physical resources for providing that service. However, even though public awareness is a necessary component of any comprehensive public participation program, it does not provide the two-way proactive stakeholder involvement required for public participation in decision-making. However, WCU should play a significant role in the Ministry's future PPDM program.

ACS Capabilities

The Administration for Citizen Services (ACS) receives and responds to water users' complaints within the Central Administration for People's Assembly and Shura Counsel Affairs and Citizens Service (Minister Office) as well as other levels within the organizational chart of the Ministry of Water Resources and Irrigation (MWRI). Thus, this unit has broad experience with, and knowledge of stakeholder issues and should play a key role in future public participation activities.

3.1.2 Near-term Management Plan.

It is recognized that implementation of the public participation policy requires careful planning in order to achieve effective results. This is critical because if the policy is not implemented effectively from the very start, the Ministry will lose credibility with stakeholders and once credibility is lost it will be difficult to regain. During the policy formulation stage, the benchmark working group recommended that this policy be implemented over the near-term by drawing on the capabilities of WCU, IAS and ACS by forming a committee of knowledgeable senior officials to provide oversight and leadership. The committee would also be charged with developing a long-term plan based on the experience gained and results achieved in the near term. That recommendation was accepted by H.E. the Minister shortly before initiation of this study.

The MWRI, by ministerial decree, has officially established a *Public Participation Steering Committee* to coordinate between and among WCU, IAS and ACS, identify issues and generally supervise public participation activities over the near term. Membership of this committee include:

- Minister's Office.
- Administration for Citizen Services.
- Irrigation Advisory Service.
- Water communication Unit.
- Water Policy Advisory Unit.

3.1.3 Organizational Recommendations

One of the major ways and means of ameliorating future challenges and problems is through the adoption of public participation concepts and programs. As previously experienced, the MWRI considered both stakeholders participation in the physical activities and public awareness as

goals in its future policies, but it also has to adopt public participation as a continuous, permanent, and effective program that will serve all ministry activities. Hence, the MWRI has to provide an organizational structure to be in charge of the MWRI's Public Participation function. The initiation of a new policy needs high level support. Public participation will be an activity to serve the ministry in all its major and minor issues dealing with policies, strategies, and plans at all levels. The careful formation of a simple public participation structure will enhance and facilitate its functionality and overall impact. Therefore, the main features of the needed coordination and organizational restructuring, as reviewed and recommended by the study team in conjunction with the Public Participation Steering Committee, are as follows:

- During the near-term, the Steering Committee for public participation will coordinate between and among WCU, IAS and ACS, identify issues and supervise public participation activities.
- Formal creation of a sub-committee for MWRI Public Participation in Decision Making to assume the following agenda of responsibilities:
 - Identifying potential issues that need public participation,
 - Designing issue-specific public participation programs as issues are identified.
 - Identifying co-lateral needed ministry staff for conducting public participation programs.
 - Implementing public participation programs.
 - Monitoring public participation programs during implementation.
 - Evaluating the implemented public participation programs and their impacts on the decision making process.
 - The monitoring and evaluation (M&E) results should be used to update the document "Mechanisms and Procedures for Implementing Ministry of Water Resources and Irrigation Policy on Public Participation in Decision Making", i.e., the User's Manual.
 - Preparing an annual work plan for public participation to be submitted to the Coordinating Committee and then to H.E. the Minister for his approval

3.1.4 Strategy for Integrating MWRI Public Participation Activities

3.1.4.1 Near-Term Strategy

After careful study of the issues involved, the study team, jointly with the Steering Committee recommends the following strategy and process for integrating the functions of the three primary MWRI units. The units heads of WCU, IAS and ACS as key members in the steering committee of public participation, will form a sub-committee (Executive Committee) that will be responsible for the following specific tasks:

- Prepare a prioritized list of potential issues related to water resources activities, identified through the use of focus group sessions with MWRI staff and stakeholders.
- Present the prioritized list of issues to the steering committee;
- Identify and appoint PP teams from headquarters and field staff as issues arise;
- Identify and conduct needed training for the appointed teams, and this will be assigned mainly to the IAS;
- Prepare and provide the needed awareness campaign that will accompany any PP program implementation, and this will be assigned mainly to the WCU;
- Give indicators during and after PP programs implementation through the contacts of the ACS and the IAS;
- Prepare a list for resources needed for each proposed PP program to be negotiated and approved by the steering committee;
- Designate staff in each of the three units that will participate in PP programs implementation, specially from IAS and WCU;
- Provide the needed training for all the designated staff from the three units to be able to assist in PPDM programs implementation. The training should be conducted for all the designated staff together to create a team work environment from the beginning;
- Provide training to field staff as implementation progresses and teams are identified for each specific PP issue; and
- Hold a bi-weekly or monthly meeting for the three units heads and selected field staff from these units to present and discuss the status of PPDM activities and issues and hence, provide the PPDM steering committee with their recommendations and needed actions.

The three units will share the responsibility for necessary communications with and to all MWRI departments and sectors in order to facilitate smooth operating of the public participation methodology. In accordance with the instructions previously given by H.E. the Minister, the Head of the Minister's Technical Office is responsible to assign the specific roles of each unit and to name the chairman of the sub-committee. The three units will provide public participation activities with the core resources needed (and that includes: their allocated time; their designated staff) as much as they can and any needed resources outside the purview of the three units capabilities should be defined and presented to the public participation steering committee for consideration. The public participation steering committee will put forward a detailed work plan for all the above activities, and this work plan will specify time frame, assignments, and needed resources.

3.1.4.2 Long-term Strategy

For the long-term needs, the ministry must define the organizational niche for public participation activities. The study group considered this and defined the following options: 1) create a new Public Participation Unit; 2) assign public participation responsibility to an existing

MWRI entity; or establish public participation within the Ministers' office. The group concluded that Option 2 is preferred. Under the preferred option, public participation could most effectively be integrated into IAS or WCU. Upon further discussion, the study group concluded that since a near-term transitional strategy has been approved by H.E. the Minister, the long term solution should be deferred until a later date when experience is gained, staff becomes trained and potential constraints are identified in order to transition into the permanent operating mode smoothly. Staffing of this group should include some of the originally designated staff in the three involved units, selected based on their experience and training accomplished during the first few years. Also, the ministry should support this unit with any needed resources in order for the public participation policy to be effective and reliable. An initial assessment of these needs has been carried out and follows in the next section of this report.

3.2 Issue Identification and Implementation

3.2.1 Issue Identification

Issues to be included in the public participation program should be identified by MWRI jointly with stakeholders. A mechanism should be defined and implemented to obtain effective input from the stakeholders. It is recommended that focus group meetings be held initially to ensure that stakeholders participate. After stakeholders understand the process and become comfortable with the process, a less labor intensive mechanism such as periodic public meetings may prove effective. Once issues are identified, they should be transmitted to the responsible authority (Steering Committee in the near term, Unit Head in future) for screening and selection. Initially, it is anticipated that the majority of the candidate issues will be identified by MWRI field personnel based on input received from water users and/or MWRI field staff. The responsible authority will screen the candidate issues based on importance of the issue, resources available to implement the program and the level of enthusiasm/support demonstrated by initiating entity. This system will only work successfully if an awareness of the process exists throughout MWRI and the water user community. Therefore, the study team recommends an effective internal awareness campaign be implemented in the very near future. Furthermore, it is recommended that the campaign start with Informative Workshops for MWRI field staff since they are considered the key links in the chain of issue identification and implementation.

3.2.2 Implementation

Implementation of one pilot demonstration was successfully conducted during the policy benchmark process. The policy issue selected as the focus of the first public participation pilot application was “when and how to perform cleaning and maintenance on two sub-canals, El Ragabeya and the 2nd Right El Gannabeya in the El-Santa District in the Gharbeya Directorate.” This involves dredging the canals to remove sediment and waste materials and physical improvements such as pitching of canal banks, changes in out-takes, removing encroachments, and repairing bridges.

The benchmark working group conducted this demonstration with the assistance of a consultant who is a recognized expert in the field of designing and implementing public participation programs. His assistance consisted of formal training seminars and on-the-job training of the working group. The demonstration effort included the following steps:

- Stakeholders issues related to cleanup and maintenance of the two canals identified;
- Criteria for resolution of the identified issues defined;
- Alternatives for resolving the identified issues defined;
- Resolution alternatives evaluated;
- Alternatives identified for each issue and incorporated in a final plan for cleanup and maintenance; and,
- Final decisions on the issues presented and explained to the stakeholders.

A Users Manual for Public Participation, in English and Arabic, was developed during the benchmark process and used as a guide during the pilot demonstration.

The process and results of the pilot program were reviewed and the program was judged to be highly successful. The pilot was conducted as a joint effort between the headquarters and field staff. Training of the field staff regarding the process in general, interviewing techniques and conducting focus group meetings was done effectively by the benchmark working-group by means of a two-day training workshop. Subsequent to the training, the field staff performed effectively and completed their assigned tasks in a timely manner. Several general public meetings were held and were chaired by the local Undersecretary of Irrigation with headquarters staff in attendance to lend credibility to the sessions and to support local staff with the difficult issues that were raised. The model used for the pilot program (combined headquarters and local staff team) is recommended for use in future public participation efforts. Table 3.1 defines the recommended division of responsibilities between headquarters and field staff for implementing an operational issue. Issues related to policy would be primarily the responsibility of headquarters staff with input/support from field staff as determined to be necessary for each particular issue.

TABLE 3.1
DEFINITION OF IMPLEMENTATION RESPONSIBILITIES

ACTIVITY	RESPONSIBLE ENTITY		
	PRIMARY	SECONDARY	SHARED
Definition of Issues	Field	HQ	
Selection of Issue	HQ		
Headquarters staff assignment	HQ		
Field staff assignment	Field	HQ	
Work plan			✓
Field staff Training	HQ		
Field interviews	Field	HQ	
Focus group meetings	Field	HQ	
Interim public meetings	Field	HQ	
Definition of alternative solutions	Field	HQ	
Analysis of alternatives			✓
Definition of final solution			✓
Final public meeting	Field	HQ	
Monitoring and Evaluation	HQ	Field	

Review of Table 3.1 demonstrates that local field staff bears significant responsibility for conducting public participation related to operational issues (canal cleaning, canal bridge construction, modification of water distribution procedures, etc.). The Undersecretary, Gharbiya Irrigation Directorate at the time of the pilot took a great interest in the pilot program and was the leader of all field efforts. He performed as the pilot program “Champion” without any formal request or designation to function as such. The headquarters staff input to the process was effective and very critical to the successful outcome of the pilot; however, the presence of a local Champion is considered to be the key ingredient of the successful pilot conducted by the benchmark working group. All future efforts should endeavor to identify and encourage the participation of a similar champion.

3.2.3 Staffing for Operational Issues

As stated previously, MWRI's public participation program will be led by the PP Steering Committee over the near term. The actual staffing to implement each issue will be determined as issues arise and will vary somewhat to match the requirements of each issue. The Steering Committee will nominate one person from the Headquarters staff to serve as Coordinator for each issue and a cadre of headquarters staff responsible to provide the required training to the field staff.

The Director General of the Directorate where the issue will be addressed will designate the Issue Leader from the local staff. The Issue Leader will work together with the Coordinator and

the Steering Committee to develop the issue workplan. After the work plan is finalized, the Issue Leader will define, and jointly with Directorate management, designate the field staff who will participate in implementation.

In areas where Water User Associations exist or where interested NGOs operate, the Issue Leader should make early contact with them and invite them to nominate representatives to participate actively with the MWRI leadership team in conducting the public participation exercise.

3.2.4 Staffing for Policy Issues

Broad policy issues selected for inclusion in the PP program will be the responsibility for the PP Steering Committee. Input from field staff will be required to assist with public meetings outside of Cairo and possibly with conducting field interviews. These requirements should be determined on a case-by-case basis.

3.2.5 MWRI/Public Relationship

MWRI will lead all public participation meetings and the number of MWRI staff in attendance could be on the order of 15-20% of the total attendance. It is important that only a few of the MWRI staff in attendance be active participants in order to avoid intimidating the public or of giving the impression that MWRI is attempting to control the outcome. The majority of MWRI attendees will be present to gain experience with the process and to be a resource for responding to comments/questions, if required. As the program matures, the number of ministry staff in official attendance at the public meetings should be reduced in order to ensure that stakeholders feel that the purpose is for the ministry to listen to them, and not vice versa.

3.2.6 Monitoring and Evaluation.

Monitoring and Evaluation (M&E) should be included in the workplan for each PP effort conducted. Responsibility for ensuring that M&E is carried out rests with the issue Coordinator. Development of the M&E plan, including definition of indicators and data collection requirements, may be different for each issue. EPIQ Report No. 59, Proposed Framework for Monitoring & Evaluation can be used as a source of information for developing such a plan.

M&E indicators considered to be important in assessing and public participation effort were identified by the working group to be as follows:

- o Time and resources required - estimate of schedule impacts directly attributable to inclusion of PP to the decision-making process and additional human and financial resources expended that are directly attributable to PP.

- o Stakeholder perception - perception of internal (MWRI) and external stakeholders regarding the benefit of the PP process.
- o External stakeholder satisfaction - were external stakeholders satisfied that their concerns were adequately considered.
- o Impact on final outcome - assessment of how the final decision differed what would be expected if no PP were undertaken, i.e. was the final decision “better” than if no PP were undertaken?

It will also be beneficial for the monitoring plan to include a requirement that each public participation initiative be documented. A file for each initiative documenting the process, problems encountered and results will be invaluable for planning new initiatives and will improve efficiency of conducting each new initiative.

3.2.7 Sustainability Considerations.

MWRI will be undergoing a number of significant changes in future that will affect the public. Public/stakeholder input to the discussions related to how such changes are effected will be necessary and beneficial. In addition, public input to water management issues during dry hydrologic cycles will be critical. Therefore, sustainability of this policy is an important consideration that MWRI should address. Preparation of a successful sustainability strategy requires an implementation experience base to draw on and a thorough examination of factors that affect sustainability. Examples of some specific sustainability issues that should be planned for are:

- Successful results of early initiatives to instill confidence regarding the program in all parties;
- Motivation and retention of trained staff;
- Awareness among MWRI staff of the importance of, and top managements’ commitment to the policy;
- Allocation of adequate resources to execute the policy; and
- Keeping the mechanics of the process simple in order to achieve meaningful results with minimum disruption to normal work routine within MWRI and the stakeholders.

MWRI should develop a sustainability strategy and plan after gaining experience from conducting several public participation initiatives.

4. Needs Assessment for Public Participation

As part of the process of developing a formal structure for the process of public participation, the heads of the three key MWRI units (IAS, WCU and CSCA) who were also members of the working group, were asked to form a focus group to prepare a draft needs assessment for consideration by the working group. The focus group needs assessment addressed the following:

- o Intra-ministerial awareness program.
- o Key staff required for startup.
- o Financial requirements.

This was accomplished, submitted to the working group for discussion, and the resulting indicative assessment is presented below.

4.1 Intra-ministerial Awareness

Awareness of the Ministry's vision and implementation procedures throughout the MWRI organization is deemed of critical importance to rapid initiation and the ultimate successful implementation of the PPDM policy. Therefore, it is recommended that Informative Workshops be conducted for MWRI staff in all governorates as soon as practicable. The study group agreed that this should be given a very high priority. As a result, the group expended a significant amount of effort designing the workshop format and materials and conducted one such workshop. This subject is discussed separately in the next chapter.

4.2 Key start-up staff

As discussed previously, the near-term implementation of the PPDM will be the responsibility of the Public Participation Steering Committee (PPSC). The PPSC will establish an Executive Committee for day-to-day activities. This can be represented as follows:

Public Participation Steering Committee (PPSC) for regular (e.g. monthly) coordination meetings and management decisions



PPSC Executive Committee, for regular liaison with governorates and day-to-day implementation decisions. These Executive Committee members will be drawn from the IAS, WCU, CSCA, Irrigation Sector, EPADP and WPAU.

As stated earlier, the governorate level staffing will vary depending on the issue dealt with, the number of potential stakeholders, etc. The actual team of governorate staff involved with PPDM implementation cannot be defined at present and will vary with time depending on the public participation activity(ies) underway in a governorate at any one time.

However, the working group concluded that a core cadre consisting of two professionals and four technicians in each governorate should receive training and be designated to be leaders of all future PP implementation activities. It was further recommended that these individuals be drawn from the ranks of the IAS field staff where possible.

4.3 Financial Requirements

The working group reviewed the near-term implementation plan and prepared an indicative budget. This budget basically reflects startup costs and no effort have been made to estimate the costs associated with future PP efforts to address specific issues. The indicative budgets are as follows:

1.	Awareness materials Documentary film, leaflets, posters, etc	50,000 LE
2.	MWRI Informative Workshops (2 Days) 22 governorates x 2 Days @ 1,000 LE/day	44,000 LE
3.	Field Staff Training (2 Days) Total participants 22 x 6 = 132, 10 training events Participant per diem: 132 x 2 days x 100 LE Trainers per diem: 3 trainers x 10 event x 2 days x 200 LE Supplies: 132 x 25 LE	26,400 LE 12,000 LE 3,300 LE
	Total	135,700 LE

5. Public Participation Informative Workshops

5.1 Plan and Schedule

The following plan for internal Public Participation workshops was prepared jointly by the working group and the MWRI Steering Committee on Public Participation under the guidance of the chairman. The purpose of the series of workshops is to advise as many key field officials in MWRI on the existence of the Public Participation program, its importance within the context of MWRI's policies, the methods of applying it and the materials that have been prepared and are presently at the disposal of MWRI officials for implementation.

The informative training workshops will be conducted by various members of the MWRI, including Steering Committee members, with the participation and coordination of the WPAU. The agenda and schedule for each of the workshops has been standardized.

The reader should note that copies of the primary substantive presentations for the informative workshops are attached as an annex in this report, and are in Arabic.

5.2 Proposed Public Participation Informative Workshop Agenda

- Opening and Background of WPRP (Senior WPAU official) 9:00 – 9:30
 - Background of WPRP & Purpose
 - Tranches, Benchmarks, Activities
- Definitions of PPDM (Member of PP Steering Committee) 9:30 – 10:30
 - What is Public Participation?
 - Importance of Public Participation
 - Expected benefits of Public Participation
 - When is Public Participation Needed?
- Discussion 10:30 – 11:00
- Break 11:00 – 11:15
- MWRI policy for Public Participation (Member of PPDM Steering Committee) 11:15 – 12:00
 - Policy statement
 - Pilot Activity (incl. WCU Film)
- Public Participation Steering Committee (Member of PPDM Steering Committee) 12:00 – 12:45
 - Formation of the MWRI Public Participation Steering Committee
 - Scope of work (functions, roles & activities)
 - Liaising with PPDM Steering Committee
- Discussion 12:45 – 1:15
- Lunch 1:15 – 2:00
- Future vision for MWRI Public Participation (Member of PPDM Steering Committee) 2:00 – 3:00
 - Steps to be taken for launching Public Participation implementation
 - Roles and responsibilities of different MWRI sectors & departments
- Discussion 3:00 – 3:30
- Workshop Closure and Departure (Senior WPAU official) 3:30 – 4:00

5.3 (Arabic translation of Agenda)

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#### 5.4 Schedule of Public Participation Information Workshops

| Workshop No. | Governorate(s)                                    | Date                  | Location    | Total # of Participants |
|--------------|---------------------------------------------------|-----------------------|-------------|-------------------------|
| 1            | El Sharkaiya/El Salhaiya/El Ismailaiya/West Sinai | Thursday, 16 May 2002 | Ismalaiya   | 70                      |
| 2            | Alexandria/ El Beheira/Kafr El Sheikh             |                       | Alexandria  | 90                      |
| 3            | Suhag/Kana/Aswan                                  |                       | Luxor       | 80                      |
| 4            | El Minya/El Assuit                                |                       | El Minya    | 65                      |
| 5            | Dakahlyia/Damietta/El Salam                       |                       | El Mansoura | 75                      |
| 6            | El Giza/ El Fayoum/ Beni Sueif                    |                       | El Fayoum   | 90                      |
| 7            | El Kalyobia/El Menoufiya/El Gharbiya              |                       | Tanta       | 105                     |

**Note:** The plan for the informative workshops is subject to formal approval and availability of funding. The results of the first workshop indicate a serious interest on the part of field officials of 3 governorates. It is the responsibility of the PPDM Steering Committee to gather information pertaining to discreet issues and set priorities for follow-up action. Reports were submitted by the three governorates to the office of ACS identifying major local issues to be considered for further PPDM action.

Participant Details of Public Participation Information Workshop No. 1

**A. Irrigation Department:**

| <b>Position</b><br><b>Department</b>                     | <b>Undersecretary<br/>of Central<br/>Directorate</b> | <b>General<br/>Director</b> | <b>Inspector</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|----------------------------------------------------------|------------------------------------------------------|-----------------------------|------------------|------------------------------|--------------|
| Central Directorate of<br>El Sharkaiya<br>Irrigation     | 1                                                    | 2                           | 4                | 10                           | 17           |
| General Department<br>of El Salhaiya<br>Irrigation       | -                                                    | 1                           | 2                | 7                            | 10           |
| Central Directorate of<br>El Ismailiya and West<br>Sinai | 1                                                    | 1                           | 2                | 6                            | 10           |
| Total                                                    |                                                      |                             |                  |                              | 37           |

**B. Drainage Department:**

| <b>Position</b><br><b>Department</b>          | <b>General<br/>Director</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|-----------------------------------------------|-----------------------------|------------------------------|--------------|
| General Department of North<br>El Sharkaiya   | 1                           | 7                            | 8            |
| General Department of South<br>El Sharkaiya   | 1                           | 5                            | 6            |
| General Department of El<br>Salhaiya Drainage | 1                           | 2                            | 3            |
| General Department of El<br>Ismalaia Drainage | 1                           | 5                            | 6            |
| Total                                         |                             |                              | 23           |

**C. Other Participants:**

- |                                  |                |
|----------------------------------|----------------|
| 1. Irrigation Improvement Sector | 3 participants |
| 2. Irrigation Advisory system    | 3 participants |
| 3. Others                        | 4 participants |

#### 5.4.1 Public Participation Informative Workshop No. 2

##### A. Irrigation Department:

| <b>Position<br/>Department</b>               | <b>Undersecretary<br/>of Central<br/>Directorate</b> | <b>General<br/>Director</b> | <b>Inspector</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|----------------------------------------------|------------------------------------------------------|-----------------------------|------------------|------------------------------|--------------|
| Central Directorate of Alexandria Irrigation | 1                                                    | 2                           | 4                | 14                           | 21           |
| Central Directorate of El Beheira Irrigation | 1                                                    | 2                           | 4                | 14                           | 21           |
| Central Directorate of Kafr El Shiekh        | 1                                                    | 1                           | 3                | 12                           | 17           |
| <b>Total</b>                                 |                                                      |                             |                  |                              | <b>59</b>    |

##### B. Drainage Department:

| <b>Position<br/>Department</b>            | <b>General<br/>Director</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|-------------------------------------------|-----------------------------|------------------------------|--------------|
| General Department of North El Beheira    | 1                           | 7                            | 8            |
| General Department of East Kafr El Sheikh | 1                           | 5                            | 6            |
| General Department of West Kafr El Sheikh | 1                           | 7                            | 8            |
| <b>Total</b>                              |                             |                              | <b>22</b>    |

##### C. Others

|                               |                |
|-------------------------------|----------------|
| Irrigation Improvement Sector | 2 participants |
| Irrigation Advisory Service   | 2 participants |
| Others                        | 5 participants |

Total number of Participants in this workshop = 90 persons

#### 5.4.2 Participants Details of Public Participation Informative Workshop No. 3

##### A. Irrigation Department:

| <b>Position / Department</b>            | <b>Undersecretary of Central Directorate</b> | <b>General Director</b> | <b>Inspector</b> | <b>District Engineer</b> | <b>Total</b> |
|-----------------------------------------|----------------------------------------------|-------------------------|------------------|--------------------------|--------------|
| Central Directorate of Sohag Irrigation | 1                                            | 1                       | 4                | 12                       | 18           |
| Central Directorate of Kana Irrigation  | 1                                            | 1                       | 4                | 11                       | 17           |
| Central Directorate of Aswan            | 1                                            | 1                       | 2                | 6                        | 10           |
| <b>Total</b>                            |                                              |                         |                  |                          | <b>45</b>    |

##### B. Drainage Department:

| <b>Position / Department</b>     | <b>General Director</b> | <b>District Engineer</b> | <b>Total</b> |
|----------------------------------|-------------------------|--------------------------|--------------|
| General Department of Sohag      | 1                       | 8                        | 9            |
| General Department of North Kana | 1                       | 4                        | 5            |
| General Department of South Kana | 1                       | 4                        | 5            |
| General Department of Aswan      | 1                       | 4                        | 5            |
| <b>Total</b>                     |                         |                          | <b>24</b>    |

##### C. Others

|                               |                |
|-------------------------------|----------------|
| Irrigation Improvement Sector | 2 participants |
| Irrigation Advisory Service   | 2 participants |
| Others                        | 7 participants |

Total number of Participants in this workshop = 80 persons



### 5.4.3 Participants Details of Public Participation Informative Workshop No. 4

#### A. Irrigation Department:

| <b>Position</b><br><b>Department</b>             | <b>Undersecretary<br/>of Central<br/>Directorate</b> | <b>General<br/>Director</b> | <b>Inspector</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|--------------------------------------------------|------------------------------------------------------|-----------------------------|------------------|------------------------------|--------------|
| Central<br>Directorate of El<br>Minya Irrigation | 1                                                    | 2                           | 5                | 16                           | 24           |
| Central<br>Directorate of<br>Assuit Irrigation   | 1                                                    | 1                           | 3                | 9                            | 14           |
| Total                                            |                                                      |                             |                  |                              | 38           |

#### B. Drainage Department:

| <b>Position</b><br><b>Department</b>    | <b>General<br/>Director</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|-----------------------------------------|-----------------------------|------------------------------|--------------|
| General Department of<br>South El Minya | 1                           | 9                            | 10           |
| General Department of<br>Assuit         | 1                           | 5                            | 6            |
| Total                                   |                             |                              | 16           |

#### C. Others

Irrigation Improvement Sector      3 participants  
 Irrigation Advisory Service          3 participants  
 Others                                        5 participants

Total number of Participants in this workshop = 65 persons

#### 5.4.4 Participants Details of Public Participation Informative Workshop No. 5

##### A. Irrigation Department:

| <b>Position</b><br><b>Department</b>                             | <b>Undersecretary<br/>of Central<br/>Directorate</b> | <b>General<br/>Director</b> | <b>Inspector</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|------------------------------------------------------------------|------------------------------------------------------|-----------------------------|------------------|------------------------------|--------------|
| Central Directorate of Dakhalaiya                                | 1                                                    | 3                           | 6                | 17                           | 27           |
| General Department of Damietta                                   |                                                      | 1                           | 2                | 7                            | 10           |
| General Department of El Salam (West El Salam Canal & Port Said) |                                                      | 1                           | 2                | 4                            | 7            |
| Total                                                            |                                                      |                             |                  |                              | 44           |

##### B. Drainage Department:

| <b>Position</b><br><b>Department</b>   | <b>General<br/>Director</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|----------------------------------------|-----------------------------|------------------------------|--------------|
| General Department of South Dakhalaiya | 1                           | 6                            | 7            |
| General Department of North Dakhalaiya | 1                           | 7                            | 8            |
| General Department of Damietta         | 1                           | 6                            | 7            |
| Total                                  |                             |                              | 22           |

##### C. Others

|                               |                |
|-------------------------------|----------------|
| Irrigation Improvement Sector | 1 participant  |
| Irrigation Advisory Service   | 2 participants |
| Others                        | 6 participants |

#### 5.4.5 Public Participation Informative Workshop No. 6

##### A. Irrigation Department:

| <b>Position</b><br><b>Department</b>        | <b>Undersecretary<br/>of Central<br/>Directorate</b> | <b>General<br/>Director</b> | <b>Inspector</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|---------------------------------------------|------------------------------------------------------|-----------------------------|------------------|------------------------------|--------------|
| Central Directorate of Giza Irrigation      | 1                                                    | 1                           | 2                | 8                            | 12           |
| Central Directorate of El Fayoum Irrigation | 1                                                    | 1                           | 2                | 9                            | 13           |
| Central Directorate of Beni Sueif           | 1                                                    | 1                           | 2                | 8                            | 12           |
| <b>Total</b>                                |                                                      |                             |                  |                              | <b>37</b>    |

##### B. Drainage Department:

| <b>Position</b><br><b>Department</b> | <b>General<br/>Director</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|--------------------------------------|-----------------------------|------------------------------|--------------|
| General Department of El Giza        | 1                           | 7                            | 8            |
| General Department of El Fayoum      | 1                           | 7                            | 8            |
| General Department of Beni Suief     | 1                           | 7                            | 8            |
| <b>Total</b>                         |                             |                              | <b>24</b>    |

##### C. Others

Irrigation Improvement Sector      1 participant  
 Irrigation Advisory Service          3 participants  
 Others                                        5 participants  
 Total number of Participants in this workshop = 70 persons

#### 5.4.6 Public Participation Informative Workshop No. 7

##### A. Irrigation Department:

| <b>Position</b><br><b>Department</b> | <b>Undersecretary<br/>of Central<br/>Directorate</b> | <b>General<br/>Director</b> | <b>Inspector</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|--------------------------------------|------------------------------------------------------|-----------------------------|------------------|------------------------------|--------------|
| Central Directorate of El Menoufiya  | 1                                                    | 1                           | 3                | 11                           | 16           |
| Central Directorate of El Kaliyobia  | 1                                                    | 1                           | 3                | 7                            | 12           |
| Central Directorate of El Gharbaiya  | 1                                                    | 1                           | 2                | 10                           | 14           |
| <b>Total</b>                         |                                                      |                             |                  |                              | <b>42</b>    |

##### B. Drainage Department:

| <b>Position</b><br><b>Department</b>    | <b>General<br/>Director</b> | <b>District<br/>Engineer</b> | <b>Total</b> |
|-----------------------------------------|-----------------------------|------------------------------|--------------|
| General Department of East El Menoufiya | 1                           | 5                            | 6            |
| General Department of West El Menoufiya | 1                           | 5                            | 6            |
| General Department of El Gharbaiya      | 4                           | 30                           | 34           |
| General Department of El Kaliyobia      | 1                           | 6                            | 7            |
| <b>Total</b>                            |                             |                              | <b>53</b>    |

##### C. Others

|                               |                |
|-------------------------------|----------------|
| Irrigation Improvement Sector | 3 participants |
| Irrigation Advisory Service   | 3 participants |
| Others                        | 4 participants |

## **5.5 Workshop Resources Needed**

1. Budget for lunch & tea breaks
2. Travel, lodging & per diem for PPDM Steering Committee Members for overnight (for 3-4 persons in Alexandria, El Minya and Luxor only)
3. Overhead projector (from WPAU)
4. Data Show projector (from WPAU)
5. Copies of Arabic version of Public Participation Manual for workshop participants (to be provided by EPIQ)
6. Flip charts / paper / writing pads / markers and pens

## **6. Summary and Conclusions**

### **6.1 Summary.**

Public participation in decision-making and transparency are universally recognized as beneficial elements of successful public policy formation and implementation. MWRI has adopted a policy to include public participation in its activities and has defined a near-term plan for implementation. The study reported on herein has reviewed critical aspects of implementation and formulated recommendations on them.

### **6.2 Conclusions**

After reviewing the results of the policy formulation stage (EPIQ Report No. 50), the study group concluded the following:

1. The near term implementation strategy assigns responsibility for implementation to the recently created Public Participation Steering Committee. The study group recommends that a sub-committee be created for day-to-day operations while the steering committee provide general oversight.
2. This policy is a major deviation from the normal MWRI staff activities. As such, confusion and resistance to this policy is to be expected. The study group recommends that an awareness campaign be conducted for ministry staff to: explain the policy and provide information related to policy implementation.
3. Sustainability of this policy is considered critical and it is recommended that MWRI prepare a strategy and plan within the near future in order to ensure sustainability.
4. The recommended long term organizational niche for public participation is either within the existing IAS or WCU units. This should be decided on in the future after experience has been gained from conducting several public participation initiatives.

## **Annex A**

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**Arab Republic of Egypt  
Ministry of Water Resources and Irrigation  
Minister's Office**

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**Ministerial Decree No. 432  
17<sup>th</sup> of October 2001**

**Minister of Water Resources and Irrigation:**

In reference to:

- Irrigation and Drainage Law No. 12 for the year 1984 and Law No. 213 for the year 1994 and their executive regulations.
- With regard to Agricultural Policy Reform Program (APRP) and Water Policy Reform Project (WPRP) and its benchmarks related to the improvement of the irrigation and drainage systems and increasing the efficiency of water management.
- And based upon the WPRP benchmark on public participation in decision-making and its pilot application, expected benefits for the public include:
  1. Ensuring that stakeholders' views and concerns will receive more attention and due consideration, in order to reach the best decision.
  2. Ensuring that the ministry's programs at all levels are responsive to the needs and concerns of the stakeholders.
  3. Creating and strengthening a spirit of mutual trust and understanding between the ministry agencies and stakeholders.
  4. Encouraging more response and involvement from stakeholders in applying laws and regulations related to planning, development and management of Egypt's water resources.
  5. Strengthening a forum for consultation with the public in the general policy of the ministry to solve problems and have the best decisions.
- And based on our approval.

## **Decided**

### **Article No. 1**

Inclusion of public participation in decision-making , whenever it is needed, in the general policy of managing the ministry's activities related to planning, development and management of Egypt's water resources. However, the ministry, according to law, is the final decision-maker considering the available human and financial resources.

### **Article No. 2**

Heads of the ministry departments, authorities, sectors, central administrations and chairmen of central administrations, as well as directors general at the governorate level, take measures to facilitate the implementation of this policy. Necessary financial and human resources and training would be allocated. General performance assessment of the Ministry Units will include the success of applying this policy. The ability to create good relationships and joint co-operation with stakeholders is an indicator of success.

### **Article No. 3**

Units and agencies of the ministry will take responsibility for applying the policy of public participation in decision-making. Implementation shall follow mechanisms and procedures as applied in the pilot area conducted in El-Santa Irrigation District, Gharbeya governorate, regarding "*public participation in cleaning and maintenance of El-Ragabeya and Right Gannabeya canals,*" and as documented in the Water Policy Reform Project user's manual entitled, "*Design and Implementation of Public Participation in Decision-Making Programs*".

### **Article No. 4**

This decree is effective as of this date and all concerned units should implement it.

**Minister of Water Resources and Irrigation**

**Dr. Mahmoud Abu-Zeid**



## **Annex C**

### **PPDM Informative Slide Show Presentations**

## Annex D

### Report on PPDM Informative Seminar No. 1

**Date:** 18 May, 2002  
**Location:** Conference Room, Mercure Hotel-Isamilia  
**Purpose:** Informative seminar for Public Participation in Decision Making policy and implementation.  
**Attendees:** Eng. Sarawat Fahmy, WPAU consultant  
Steering Committee members:  
Eng. Salah El Shazly  
Eng. Essam Barakat  
Dr. Hisham Kandil  
Eng. Amira El Diasty  
Eng. Moamen El Sharkawy

Ministry Officials:

Undersecretary of Water Resources and Irrigation (Ismailia Directorate)  
Undersecretary of Water Resources and Irrigation (El Sharkaiya Direct.)  
Undersecretary of drainage in East Delta,  
General directors and district engineers in the three governorates.

**Activities:**

- The Seminar started at 9:30 am. with welcoming words by Eng Sarwat Fahmy, WPAU consultant. Eng Sarawat introduced the goals & objectives of the workshop, and gave background of the WPRP and its Tranches, Benchmarks, and Activities.
- The second session, given by Dr. Hesham Kandil, focused on definitions, benefits, and needs of public participation policy. Dr. Hesham Kandil explained how PPDM policy fits in the MWRI general framework of policies & strategies.
- Afterwards in the third session Eng. Essam Barakat gave some spots on the MWRI policy for PPDM, policy statement, and pilot activity, including presentation of a WCU film that documents the pilot activity.
- Eng. Salah El Shazly, Undersecretary of Complaints (Minister's Office), explained the formation, scope of work (functions & activities) of the PPDM Steering Committee, and the future vision of PPDM implementation. Steps to be taken for PPDM implementation were highlighted to result in the roles and responsibilities of different MWRI sectors & Departments.
- An open discussion took place after the presentation of all issues. The discussion between the MWRI Officials and Steering Committee members was about the following:

- The difference between the role of the Water board and the role of PPDM.
- When we don't need the Public Participation?
- In case of not reaching a decision, what is the solution?
- What are the levels to be taken into consideration to evaluate public opinions?
- Are the issues that members of local Council introduce to the Minister exposed to a PPDM activity?
- Pollution is the most important issue that we must give it the first priority.
- Did the PPDM workgroup make any environmental studies in the pilot area before applying this policy?
- Did the PPDM workgroup train the responsible director in the pilot area on managerial activities related to the applied policy?
- What are the obstacles and negative impacts that faced the PPDM workgroup in the pilot area?
- Are there any external effects in taking the decision ? positive or negative impact?
- Was there any awareness campaign associated with this activity?
- Can we implement PPDM within the MWRI internal issues and decisions?

After the discussion , Eng. Salah El Shazly gave the attendees a brief about their responsibilities in the next stage and he will be waiting for their reports about the important issues in their districts that might need public participation, and this will be within one month.

The attendees expressed their deepest thanks to H.E the Minister of Water Resources and Irrigation for initiating this important activity and to the PPDM Steering Committee that gave them the chance to learn and understand more about P.P policy and principles.

Eng. Sarawat Fahmy presented his special thanks to all participants in the workshop, and he explained that this workshop is the first step in a long road of public participation policy implementation. This will lead to other workshops to cover the other governorates and directorates. Finally, Eng. Sarawat wished all the best to the ministry and its staff in their assignments and activities.

## Annex E

### Sustainability of Public Participation Policy Study

#### Task Implementation Schedule

**Objective:** Assist MWRI with establishing the institutional parameters for a successful PP program, including formulation of an awareness campaign, assist MWRI with their internal awareness efforts, which will disseminate the MWRI vision regarding PP, procedures and mechanisms to be used for implementation and the importance of this policy to the future activities of MWRI, develop an intra-Ministerial strategy for integrating PP activities in all major MWRI functions, and develop a PP resource needs assessment for MWRI, including future human resource and programming objectives.

**Deliverable:** Final report encompassing the results of the study, including recommendations for MWRI to take action for expanding the Public Participation process

| Workplan Task                                                                                                                              | Completion Date | Responsible Individual                                               | Output Status                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Prepare workplan and mobilize technical team for launching PP activity.                                                                 | April 5         | Cardinalli                                                           | Completed.                                                                                                                                                     |
| 2. Certify that MWRI PP Committee has been formally designated                                                                             | April 8         | Sarawat                                                              | Completed. Ministerial decree sanctioning the PPDM Committee in MWRI was formally issued by HE, the Minister, and is included in Annex B of this study report. |
| 3. Review conclusions and recommendations of PP benchmark report.                                                                          | April 18        | All working group members                                            | Completed. Results of this review are included in Chapter 2 of this report.                                                                                    |
| 4. Define general procedures for & prepare Working Paper 1) identifying PP issues, 2) identifying method for appointing PP teams as issues | April 23        | Tasks 4-1 & 4-2: Sarawat and Moamen. Task 4-3: PP Steering Committee | Completed. The detailed procedures are located in Chapter 2.8 of this report.                                                                                  |

| <b>Workplan Task</b>                                                                                                              | <b>Completion Date</b>     | <b>Responsible Individual</b>                                | <b>Output Status</b>                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| arise, and 3) identifying method for monitoring PP activities.                                                                    |                            | Members                                                      |                                                                                                                                                    |
| 5. Plan a series of four, one-day regional stakeholder workshops to present and discuss major PP issues.                          | May 5                      | Barakat / HMoustafa                                          | Completed. Details of the planned workshops are located in Chapter 4 of this report.                                                               |
| 6. Develop strategy for incorporating MWRI Communication Unit, IAS and Complaints Dept. in PP activities.                         | May 5                      | El Atfy / Kandil / Sarawat                                   | Completed. The strategy details can be found in Chapter 2.7 of this study report.                                                                  |
| 7. Consult with MWRI departmental and sectoral heads regarding institutional needs and expectations of PP.                        | May 9                      | El Atfy (Coordinator)                                        | Completed. Results of this consultative series of meetings are reflected in the Chapters 3 and 4 of this report.                                   |
| 8. Conduct resource needs assessment, including a plan for staffing PP activities.                                                | May 22                     | Barakat / HMoustafa / Shazly                                 | Completed. Needs assessment details are to be found in Chapter 3 of this report.                                                                   |
| 9. Conduct at least one stakeholder workshop                                                                                      | May (2 <sup>nd</sup> week) | Barakat / HMoustafa/ Shazly                                  | Completed. PPDM Informative Workshop was successfully undertaken on May 18, 2002. Minutes of this workshop can be found in Annex D of this report. |
| 10. Prepare final report encompassing the results of all of the above tasks, and consolidated list of actionable recommendations. | May 29                     | El Atfy / Kandil / Cardinalli / El Assiouti / Moamen / Amira | Completed. Final results of the study comprise EPIQ Report No. 60.                                                                                 |